

AGENDA

COMMITTEE ON HUMAN RESOURCES/INSURANCE

May 10, 2005

**Aldermen Shea, Sysyn,
DeVries, Garrity, Forest**

5:30 PM

**Aldermanic Chambers
City Hall (3rd Floor)**

1. Chairman Shea calls the meeting to order.
2. The Clerk calls the roll.
3. Review by the Human Resources Director of the Mayor's proposed structure of the Office of Economic Development to include new job classification for a Marketing and Retention Specialist.
Ladies and Gentlemen, what is your pleasure?
4. If there is no further business, a motion is in order to adjourn.



CITY OF MANCHESTER

OFFICE OF THE MAYOR

Robert A. Baines
Mayor

May 3, 2005

One City Hall Plaza

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To The Honorable Board of Aldermen
City of Manchester
One City Hall Plaza
Manchester, New Hampshire 03101

Dear Honorable Board of Aldermen:

This evening I have presented to you a nomination for you to approve a new Economic Development Director. As part of that nomination, I want to share with you my visions for advancing economic development for the City of Manchester.

In order to enhance the impact of hiring a new economic development director, we need to strengthen economic development, retention and marketing for this great city. It has been my observation that the Office of Economic Development needs to be restructured to ensure that we maximize the value and returns from every dollar that we invest in this important function.

Therefore, over the past several months, staff and I have been evaluating our current structure as well as a new proposed structure. Our first conclusion is that we do not need to have both a director and an assistant director in such a small department. A desk audit was performed on the assistant director position, and it was difficult to determine what have been the significant differences in the duties between the director and assistant director positions. According to the audit, it appears that both positions are aligned doing essentially the same type of work. What needs to happen is that several levels of work need to be performed and new goals achieved by different levels of work. Therefore, I am asking Virginia Lamberton to research and draft a new job classification that would be called *Retention/Marketing Specialist* at a lower salary grade. This new job classification would provide for economic development at the grass roots level to meet the needs of future businesses wishing to relocate here and also assist current businesses in staying and expanding in our city.

The proposed new job classification, as well as a new organizational chart, will be sent to the Human Resource and Insurance Committee for their review and approval before our next regularly scheduled board meeting.

I sincerely hope that you will work with me in adopting the improved strategy for economic development in the City of Manchester. This approach is critical as we position Manchester to take full advantage of the opportunities that lie ahead.

Sincerely,

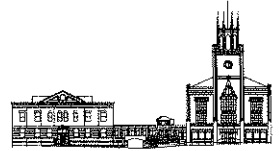
Robert A. Baines
Mayor



CITY OF MANCHESTER

Human Resources Department

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May 6, 2005

Alderman Bill Shea, Chairman
Human Resource and Insurance Committee
City Of Manchester
One City Hall Plaza
Manchester, New Hampshire 03101

Re: Proposed Class Specification – Marketing and Retention Specialist

Dear Alderman Shea and Members of the Committee:

Mayor Baines has requested that your Committee review a proposed change in the positions within the Economic Development Department. Specifically, Mayor Baines has requested that the Human Resources and Insurance Committee consider establishing a new class specification to be named Marketing and Retention Specialist.

This new class specification would be established to do professional duties for the retention and marketing of economic development for our City. I have prepared a draft class specification for your review and development. In Mayor Baines' proposal, he suggests that this lower salaried position be established and the current Assistant Economic Development Director classification be eliminated. Currently, the Assistant Director position essentially has the same focus as the Director position. This would appear to be duplicative and perhaps due to that, miss many opportunities for new development. It has become increasingly apparent that the Department needs staff who will be out in the field creating and developing opportunities for new industry for the City as well as assisting current companies to stay in the City.

The proposed salary grade for the Marketing and Retention Specialist classification is a salary grade eighteen (18). The salary range for that grade is \$38,046 to \$54,244. The current Assistant Director classification is a salary grade 22. The salary range for that grade is \$49,870 to \$71,104.

I am attaching the draft class specification for the Marketing and Retention Specialist title. I am also attaching the class specification for the Economic Development Director and Assistant Economic Development Director positions for your comparison. There is no BMA approved class specification for the Destination Manchester function. Currently, the incumbent is paid

May 6, 2005

from the title of Planner III. As we develop the class specification for the Marketing and Retention Specialist class specification, it would be my recommendation that we develop and formalize a class specification for the Destination Manchester function within the Economic Development Department.

Respectfully submitted,

A handwritten signature in cursive script that reads "Virginia A. Lamberton".

Virginia A. Lamberton
Human Resources Director

Attachments

Cc: Mayor Baines



City of Manchester, New Hampshire

Class Specification

This is a class specification and not an individualized job description. A class specification defines the general character and scope of responsibilities of all positions in a job classification, but it is not intended to describe and does not necessarily list every duty for a given position in a classification.

Class Title	Economic Development Director
Class Code Number	1231-28

General Statement of Duties

Plans, organizes, coordinates the marketing, promotional and economic development activities of the City including business relations, business attraction and expansion, business forums and public/private partnerships; performs directly related work as required.

Distinguishing Features of the Class

The principal function of an employee in this class is to provide administrative oversight to all operations and activities involving economic development, program and financial alternatives, budget and management programs and intergovernmental relations between departments within the City of Manchester. The work is performed under the supervision and direction of the Board of Mayor and Alderman but extensive leeway is granted for the exercise of independent judgement and initiative. The nature of the work performed requires that an employee in this class establish and maintain effective working relationships with the Board of Mayor and Alderman, other City employees, business and community groups, business owners and developers, attorneys, financial institutions, the Chamber of Commerce, State and Federal officials, representatives of the media and the public. The principal duties of this class are performed in a general office environment.

Examples of Essential Work (Illustrative Only)

- Coordinates the work of various departments to determine community and municipal needs;
- Confers with officials, administrators and technical personnel on planning, financial and development matters;
- Promotes general acceptance of planning objectives and coordinates the development of cooperative actions among other governmental agencies, local business and community organizations;

- Provides technical assistance to industrial, commercial and residential developers in the areas of finance, zoning, land disposition, public services or other types of assistance needed for project development;
- Coordinates the development of marketing plans for the City;
- Shall provide the Board of Mayor and Aldermen written quarterly reports re activities of the department and development activities;
- Shall prepare and present to the Board of Mayor and Aldermen an annual state of the City economic report and forecast as part of the annual budget process;
- Shall be responsible for the development, implementation and maintenance of a local economic development plan or strategy which shall include specific measurable goals, objectives and timetables;
- Shall work with Federal, State, regional and local economic development agencies to protect and strengthen local tax base and local economy;
- Shall work with greater Manchester communities to foster joint promotional goals to benefits region;
- Responsible for Destination Manchester function/staff;
- Provides assistance to developers in the financing of development projects by assisting them in securing governmental loans, grants, etc.;
- Develops initiatives to ensure business retention within the City;
- Manages a business visitation program to existing Manchester businesses;
- Monitors economic development projects to ensure timely and accurate completion and client satisfaction;
- Monitors legislative activities and informs appropriate individuals of impending legislative initiatives, testifies as assigned;
Prepares promotional materials and markets programs and development sites to prospective clients;
- Provides professional staff support to the Manchester Development Corporation;
- Reviews and comments on proposed City policies and Federal and State legislative initiatives;
- Represents the City on all issues relating to economic development, including serving as a liaison for the Board of Mayor and Alderman;
- Provides status reports to the Board of Mayor and Alderman on economic development operations, any major shift in policies or procedures and recommendations for future development;
- Performs special projects for the Board of Mayor and Alderman as requested;
- Attends meetings, conferences, workshops and training sessions and reviews publications and audio-visual materials to become and remain current on the principles, practices and new developments in assigned work areas;
- Responds to citizens' questions and comments in a courteous and timely manner;
- Communicates and coordinates regularly with appropriate others to maximize the effectiveness and efficiency of interdepartmental operations and activities;
- Performs other directly related duties consistent with the role and function of the classification.

**Required Knowledge, Skills and Abilities
(at time of appointment)**

- Comprehensive knowledge of the current principles and practices associated with economic development within a municipality;
- Comprehensive knowledge of business administration and economic principles related to market trade;
- Comprehensive knowledge of current principles and practices of public administration;
- Comprehensive knowledge of budgetary principles within a municipality;
- Comprehensive knowledge of the history of economic conditions within the City of Manchester and surrounding areas;
- Ability to provide administrative direction to various Departments;
- Ability to supervise, train, evaluate and lead the work of others;
- Ability to handle confidential materials from business organizations with tact and discretion;
- Ability to communicate effectively with others, both orally and in writing, using both technical and non-technical language;
- Ability to understand and follow oral and/or written policies, procedures and instructions;
- Ability to prepare and present accurate and reliable reports containing findings and recommendations on potential development issues;
- Ability to operate a personal computer using standard or customized software applications appropriate to assigned tasks;
- Ability to use logical and creative thought processes to develop solutions according to written specifications and/or oral instructions;
- Ability to perform a wide variety of duties and responsibilities with accuracy and speed under the pressure of time-sensitive deadlines;
- Ability and willingness to quickly learn and put to use new skills and knowledge brought about by rapidly changing information and/or technology;
- Integrity, ingenuity and inventiveness in the performance of assigned tasks.

Acceptable Experience and Training

- Graduation from an accredited college or university with a Master's Degree in Public Administration, Business Administration, Planning or a related field; and
- Extensive experience in economic development operations within a municipality or governmental entity, including some management responsibilities. **Or,**
- Graduation from an accredited college or university with a Bachelor's Degree in Public Administration, Business Administration, Planning or a related field and eleven years of extensive experience in economic development operations within a municipality or governmental entity, including some management responsibilities.

Required Special Qualifications

- Valid NH driver's license or access to transportation

Essential Physical Abilities

- Sufficient clarity of speech and hearing or other communication capabilities, with or without reasonable accommodation, which permits the employee to communicate effectively;
- Sufficient vision or other powers of observation, with or without reasonable accommodation, which permits the employee to review a wide variety of written material in electronic or hard copy form;
- Sufficient manual dexterity with or without reasonable accommodation, which permits the employee to operate a personal computer and related equipment;
- Sufficient personal mobility and physical reflexes, with or without reasonable accommodation, which permits the employee to have access to various work sites throughout the City and out of the area.

Approved by: BMA Date: Sept. 9, 2004



City of Manchester, New Hampshire

Class Specification

This is a class specification and not an individualized job description. A class specification defines the general character and scope of responsibilities of all positions in a job classification, but it is not intended to describe and does not necessarily list every duty for a given position in a classification.

Class Title	Assistant Economic Development Director
Class Code Number	1220-22

General Statement of Duties

Assists in the planning, assigning and directing of the operations and activities of the Economic Development Department; performs directly related work as required.

Distinguishing Features of the Class

The principal function of an employee in this class is to provide professional staff support in improving the business climate within the City of Manchester. The work is performed under the supervision and direction of the Economic Development Director but considerable leeway is granted for the exercise of independent judgement and initiative. Supervision is exercised over the work of administrative support staff. The nature of the work performed requires that an employee in this class establish and maintain effective working relationships with the Board of Mayor and Alderman, other City employees, business and community groups, business owners and developers, attorneys, financial institutions, the Chamber of Commerce, State and Federal officials, representatives of the media and the public. The principal duties of this class are performed in a general office environment.

Examples of Essential Work (illustrative only)

- Researches and compiles community information to be distributed to industrial prospects;
- Conducts research of the history and needs of business with the potential of expanding into the Manchester market area;

- Organizes and conducts tours of Manchester and available business locations for any interested business organization;
- Administers the Manchester revolving loan fund;
- Uses current market financial data to analyze financial statements of businesses and industries to compile information used in loan decisions, maintain a current knowledge of changes that affect the lending function of the Department and analyze the financial stability of industrial prospects;
- Administers the City of Manchester Revolving Loan Fund, including marketing, initial client contact, meeting with borrowers, review and analysis of technical business financial information to determine the eligibility for financial assistance and the presentation of all such material to the Loan Review Committee;
- Prepares information used in the preparation of grant applications and contracts under State and Federal financial assistance programs;
- Studies the financial needs of economic development projects for use in designing financial assistance packages;
- Provides information through research for use in industrial and commercial expansion, retention and recruitment projects;
- Provides information through research for use in the preparation of marketing portfolios for industrial prospects;
- Prepares statistical analysis of wage data;
- Analyzes economic development trends to aid program development;
- Responds to general inquiries with regards to economic development initiatives, demographic, wage or related economic information and business development opportunities within the City;
- Serves as the Economic Development Director during an absence;
- Provides needed information and demonstrations concerning how to perform certain work tasks to new employees in the same or similar class of positions;
- Keeps immediate supervisor and designated others fully and accurately informed concerning work progress, including present and potential work problems and suggestions for new or improved ways of addressing such problems;
- Attends meetings, conferences, workshops and training sessions and reviews publications and audio-visual materials to become and remain current on the principles, practices and new developments in assigned work areas;
- Responds to citizens' questions and comments in a courteous and timely manner;
- Communicates and coordinates regularly with appropriate others to maximize the effectiveness and efficiency of interdepartmental operations and activities;
- Performs other directly related duties consistent with the role and function of the classification.

Required Knowledge, Skills and Abilities

(at time of appointment)

- Thorough knowledge of the current principles and practices associated with economic development within a municipality;
- Thorough knowledge of business administration and economic principles related to market trade;
- Thorough knowledge of basic business financial accounting principals and the ability to analyze business financial statements;
- Thorough knowledge of current principles and practices of public administration;
- Thorough knowledge of budgetary principles within a municipality;
- Thorough knowledge of the history of economic conditions within the City of Manchester and surrounding areas;
- Ability to handle confidential materials from business organizations with tact and discretion;
- Ability to communicate effectively with others, both orally and in writing, using both technical and non-technical language;
- Ability to understand and follow oral and/or written policies, procedures and instructions;
- Ability to prepare and present accurate and reliable reports containing findings and recommendations on assigned areas of economic development projects;
- Ability to operate or quickly learn to operate a personal computer using standard or customized software applications appropriate to assigned tasks;
- Ability to use logical and creative thought processes to develop solutions according to written specifications and/or oral instructions;
- Ability to perform a wide variety of duties and responsibilities with accuracy and speed under the pressure of time-sensitive deadlines;
- Ability and willingness to quickly learn and put to use new skills and knowledge brought about by rapidly changing information and/or technology;
- Integrity, ingenuity and inventiveness in the performance of assigned tasks.

Acceptable Experience and Training

- Graduation from an accredited college or university with a Bachelor's Degree in Public Administration, Business Administration, Planning or a related field; and
- Considerable experience in economic development operations within a municipality in a professional capacity; or
- Any equivalent combination of experience and training which provides the knowledge, skills and abilities necessary to perform the work.

Required Special Qualifications

- None.

Essential Physical Abilities

- Sufficient clarity of speech and hearing or other communication capabilities, with or without reasonable accommodation, which permits the employee to communicate effectively;
- Sufficient vision or other powers of observation, with or without reasonable accommodation, which permits the employee to review a wide variety of written material in electronic or hard copy form;
- Sufficient manual dexterity with or without reasonable accommodation, which permits the employee to operate a personal computer and related equipment;
- Sufficient personal mobility and physical reflexes, with or without reasonable accommodation, which permits the employee to have access to various work sites throughout the City and out of the area.

Approved by: _____ Date: _____

DRAFT



City of Manchester, New Hampshire

Class Specification

This is a class specification and not an individualized job description. A class specification defines the general character and scope of responsibilities of all positions in a job classification, but it is not intended to describe and does not necessarily list every duty for a given position in a classification.

Class Title	Marketing and Retention Specialist
Class Code Number	1221-18

General Statement of Duties

Provides professional support to the Director of Economic Development for retention and marketing related to the promotional, economic development and business retention for the City; performs directly related work as required.

Distinguishing Features of the Class

The principal function of an employee in this class is to provide professional staff support in improving the business climate within the City of Manchester particularly related to attracting new business to the City and developing strategies for retention of businesses within the City. Develops marketing plans to attract new business to the City. Works with local financial institutions to develop strategies for ease in establishing a new business within the City. The work is performed under the supervision and direction of the Economic Development Director but leeway is granted for the exercise of independent judgement and initiative. The nature of the work performed requires that an employee in this class establish and maintain effective and harmonious working relationships with other City employees, business and community groups, business owners, developers, attorneys, financial institutions, the Chamber of Commerce, State and Federal officials and the public. The principal duties of this class are performed in a general office environment.

**Examples of Essential Work
(illustrative only)**

- Develops and coordinates a variety of activities, related to business development, expansion and retention.
- Conducts marketing of the City through the media, materials, trade shows and meetings;
- Serves as a staff liaison/ombudsman to the business community providing assistance to facilitate efficient business/city relationships;
- Develops public relations efforts to improve the image of the City in order to encourage new business to move to Manchester;
- Research, analyze and report on economic and market trends for the northeast area;
- Works with the Economic Development Director in implementing a coordinated business recruitment campaign;
- Studies the financial needs of economic development projects for use in designing financial assistance packages;
- Conducts meetings/workshops with business community; prepares and presents economic development plans and information;
- Monitors economic development legislation;
- Keeps immediate supervisor and designated others fully and accurately informed concerning the work progress; including presenting potential work problems and makes suggestions for new or improved ways of addressing such problems;
- Attends meetings, conferences, workshops and training sessions and reviews publications and audio-visual materials to become and remain current on the principles, practices and new developments in assigned work areas;
- Responds to citizens' questions and comments in a courteous and timely manner;
- Communicates and coordinates regularly with others to maximize the effectiveness and efficiency of interdepartmental operations and activities;
- Performs other related duties as assigned.
- Communicates and coordinates regularly with others to maximize the effectiveness and efficiency of interdepartmental operations and activities;
- Performs other directly related duties consistent with the role and function of the classification.

**Required Knowledge, Skills and Abilities
(at time of appointment)**

- Thorough knowledge of the current principles and practices associated with economic development within a municipality;
- Thorough knowledge of business administration and economic principles related to industrial development;
- Knowledge of the principles, techniques, and objectives of public relations and information;
- Knowledge of the principles and techniques of marketing and promotion;
- Ability to organize, conduct and coordinate workshops, meetings and other promotional events;

- Ability to research and analyze economic and market trends;
- Ability to develop financial analysis for projects to increase economic development;
- Ability to communicate effectively with others, both orally and in writing, using both technical and non-technical language;
- Ability to understand and follow oral and/or written policies, procedures and instructions;
- Ability to prepare and present accurate and reliable reports containing findings and recommendations on assigned areas of economic development projects;
- Ability to operate a personal computer utilizing customized software applications appropriate to assigned tasks;
- Ability to use logical and creative thought processes to develop solutions according to written specifications and/or oral instructions;
- Ability to perform a wide variety of duties and responsibilities with accuracy and speed under the pressure of time-sensitive deadlines;
- Integrity, ingenuity and inventiveness in the performance of assigned tasks.

Acceptable Experience and Training

- Graduation from an accredited college or university with a Bachelor's Degree in Marketing, Public Relations, Public Administration, Economics, or a related field and
- Considerable experience in marketing and/or retention for the economic development of a large municipality.

Required Special Qualifications

- Valid NH driver's license or access to transportation.

Essential Physical Abilities

- Sufficient clarity of speech and hearing or other communication capabilities, with or without reasonable accommodation, which permits the employee to communicate effectively;
- Sufficient vision or other powers of observation, with or without reasonable accommodation, which permits the employee to monitor assigned areas;
- Sufficient manual dexterity with or without reasonable accommodation, which permits the employee to operate a vehicle;
- Sufficient personal mobility and physical reflexes, with or without reasonable accommodation, which permits the employee to have access to all areas of the City.

Approved by: _____ Date: _____